

# HSS Outreach and Collaboration

Focus Group with Labor Unions • Visiting Speaker Program • Sustainability

## The Need for Outreach and Collaboration

Since the mid-1990s, DOE has made steady and significant performance improvements in the areas of health, safety, security, and contract management. In doing so, DOE started down a path that many successful organizations had already traveled, that is, realizing high and sustainable returns on investment through improvements in internal health, safety, and security controls. Today, DOE is at a juncture



### Which Way Are You Going?

where it must decide whether it is better to stay on its current path or attempt to mature into an organizationally sustainable enterprise to meet the incipient challenges of the 21<sup>st</sup> century. The fork in the road is clear. By “staying the course,” DOE can continue efforts focused on safety, health, and security through more policies, guidance, assistance, oversight, and enforcement activities. Although this path has been beneficial, in the long term it is unsustainable and will perpetuate “processification”. The alternative path is the road to “adaptive modernization” to systematically address the Department’s mission reliability, evolving budget priorities, organizational sustainability, and future direction. As many companies and corporations have already learned, solving the most pressing challenges to

organizational sustainability demands proactive thinking “outside the box” and engaging the world beyond. In the case of companies and corporations, the world beyond includes upstream suppliers and downstream customers, and importantly it also includes what might be called the “loyal competition.” For DOE, the world beyond is even broader. It includes DOE’s universe of suppliers and contractors, other government entities, unions, the public, and the national and international scientific community. However, given the constructs and constraints that characterize DOE and many other government entities, the only sustainable alternative, adaptive modernization, will not be easy to implement, nor will its benefits be immediately realized.

For DOE, the road to adaptive modernization and to a sustainable future is a road where difficult decisions must be made on how best to address four of DOE’s most pressing challenges: 1) governance model, 2) human capital, 3) infrastructure, and 4) acquisition and supply chain management. It is not an overstatement to say that these challenges are the core of DOE’s capability and mission reliability and that the Department’s future hinges on its ability to sustain all four.



The HSS Outreach and Collaboration efforts were established in recognition of the fact that today’s complex problems can no longer be solved in isolation by any one individual or any one entity – these complex problems will require enthusiastic and effective collaborations among Federal agencies, academia, think tanks, labor unions, and stakeholders. The HSS Outreach and Collaboration efforts

consist of three programs: Focus Group, Visiting Speaker, and Organizational Sustainability pilot studies.

For more information on the HSS Outreach and Collaboration, please visit our website

<http://www.hssoutreach.doe.gov/>

## HSS Focus Group Reaches Out to Labor Unions



The HSS Focus Group was formed in March 2007 to initiate dialogue and interface among labor unions, DOE Program Secretarial Offices and stakeholders in areas of mutual interest and concern related to health, safety, security and the environment. The intent of the Focus Group, comprised of HSS senior level managers, is to establish a forum for an open dialogue with worker representatives that would allow HSS managers to hear participant perspectives, and respond with regard to issues and concerns related to HSS and DOE safety and

*“The Department of Energy has revived its safety training and planning work groups under the leadership of Glenn Podonsky, who supervises 42 managers, and has been credited with making a new effort to reach out to union representatives on DOE task groups.”*

Metal Trades Department  
Metaletter Number 2 - 2008



health performance activities. “Our workers are the lifeblood of accomplishing the Department’s mission at DOE sites, and as such, ensuring their safety is foremost,” explains Glenn Podonsky, Chief Health, Safety and Security Officer. “It is imperative that we communicate and establish relationships with those elements that train, manage and represent our workforce to improve the safety culture at DOE sites.”

In 2007, the Focus Group met Individually with representatives from 10 Labor Unions: 1) Sheet Metal Workers International Association, 2) International Association of Bridge, Structural, Ornamental & Reinforcing Iron Workers, 3) International Association of Fire Fighters/Hanford Fire Department, 4) Building and Construction Trades Department (BCTD)/Center for Construction Research and Training, 5) International Union of Operating Engineers, 6) International Guards Union of America/Hanford Guards Union, 7) United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union, 8) Operative Plasterers’ and Cement Masons’ International Association, 9) International Brotherhood of Electrical Workers, and 10) AFL-CIO Metal Trades Department.

*“Labor unions provide an important perspective on worker safety and health matters...from those perspectives, HSS has devised several areas for continuous improvement.”*  
 [Glenn Podonsky]

All of the participating unions expressed their appreciation for the opportunity for exchange afforded by the Focus Group in its’ effort to establish open lines of communication related to worker safety, health and security at DOE sites. Edward Sullivan, President of the BCTD wrote, “I commend you for your efforts to engage union representatives in discussions on issues related to health, safety, environment, and security”.

A strong proponent of the HAMMER training facility, Ron Ault, President of the Metal Trades Department, expressed his interest in working with HSS in an effort to expand the HAMMER training model regionally. Mr. Ault stated, “we appreciate DOE’s efforts in retraining workers, and for their



support in the development of new technologies, and the continuation of training at sites such as Hanford, Oak Ridge and Pantex.” Ron Ault also participated in the HSS Visiting Speaker Program panel event on January 12, 2009 that addressed the status and future of the U.S. industrial base.

In 2008, through topical working group meetings, HSS and Union representatives addressed the areas of mutual interest and concern to unions that were identified in initial 2007 Focus Group meetings. Other Federal agencies (e.g., Department of Labor) and DOE stakeholders (e.g., National Institute of Environmental Health Sciences (NIEHS), HAMMER Training Facility) also participated in this collaborative effort. Topical areas addressed include: consistency in site wide implementation of 10 CFR 851 (DOE Worker Health and Safety Rule), standardized worker safety training, site wide HAMMER modeled training, improvements in the Former Worker and EEIOPCA Program process and requirements, impacts of an aging workforce, worker injury and illness reporting system access, and a centralized worker data tracking system.

In addition to providing a communications vehicle and opportunities for collaborative efforts in addressing improvements in worker health and safety at DOE sites, other accomplishments include:

- HSS developed a health, safety and security public outreach website which provides a central information repository for Focus Group activities, as well as, other outreach efforts.
- Pat Worthington, Director of HSS Worker Health and Safety, who Manages DOE’s Former Worker Screening Program, has been acknowledged by CPWR for HSS efforts in expanding outreach and the initiation of a FWP stakeholder coordinating committee. A Memorandum of Understanding between HSS and NIEHS to improve training through

collaboration with labor unions and contractor management has been signed.

- Karen McGinnis, Director of the HAMMER Facility commended HSS for their active engagement in collective efforts to improve worker health and safety training.

- In response to a union-identified need for a DOE 851 Champion, HSS Offices of Oversight, Enforcement, and Worker Safety and Health are working together in a more aggressive approach to ensuring 851 understanding and assessing effectiveness of 851 implementation at DOE sites. Glenn Podonsky also sent a letter to all DOE contractors emphasizing the importance of effective 851 implementation and the commitment of HSS to provide support to increase 851 awareness.

*"The worker is the Department's most valuable asset. 10 CFR 851 is the basis of the worker health and safety program mission to ensure that every DOE worker returns home each day healthy and unharmed...HSS will be working with your organizations to ensure that effective implementation and support are provided to increase worker awareness of their rights and responsibilities with regards to 10 CFR 851." [Glenn Podonsky]*

- In December 2008 HSS and Union topical working groups prioritized issues and proposed subsequent activities in a wrap up of the 2008 topical meetings. HSS, labor unions and DOE stakeholders are working together to develop 2009 action plans and implementation schedules.

## HSS Visiting Speaker Program



Just as the HSS Focus Group forum brings together unions and HSS management personnel to discuss topics of mutual interest, the HSS Visiting Speaker Program draws together parties to help focus DOE's attention on the emerging challenges and issues threatening national security and economic prosperity. Implemented in 2008, the Visiting Speaker Program is a venue for presentations by leaders from diverse backgrounds, including business, organizational theory, management, and organizational sustainability and resilience. Speakers are selected based on their expertise, their own organization's involvement with collaborative efforts, and their business approach for developing sustainable organizations. As a result, HSS not only hosts a wide variety of experts, but also brings diversified thinking to the attention of its management and personnel. The Visiting Speaker Program audience is composed of DOE managers and staff, as well as managers from other Federal agencies, "think tank" organizations, academia, professional societies, and businesses. DOE and its community have benefited from the following speakers:

- Jonathan Breul, Executive Director of the IBM Center for the Business of Government. Mr. Breul's

*"These dialogs within this Visiting Speaker Program help to energize and focus our senior leaders to understand where we are and more important, where we are headed."*

William C. Ostendorff – Principal Deputy Administrator, National Nuclear Security Administration (NNSA)

presentation addressed the business model of sustainability and how the government and public-sector organizations could benefit by adopting sustainability into their operations. The IBM Center for the Business of Government connects public management research with applications and helps public sector executives improve the effectiveness of government. Mr. Breul's presentation identified and addressed some of the most challenging areas for public sector managers.

- Frank DiGiammarino, Vice President for Strategic Initiatives at the National Academy of Public Administration (NAPA). Mr. DiGiammarino's presentation addressed the NAPA Collaboration Project and the need for collaboration to transform organizations and drive innovation. NAPA is a non-profit, independent coalition of 600 distinguished public management and organizational leaders who tackle the nation's most critical and complex challenges. Mr. DiGiammarino's presentation examined the need to move beyond "reactive change" toward a "proactive and incremental" change, and further discussed collaborative technologies that can enable transformational change.
- Erik Peterson, Senior Vice President and Director of the Global Strategy Institute of the Center for Strategic



and International Studies (CSIS), a bipartisan, non-profit organization. CSIS conducts research and analysis, develops policy initiatives that look into the future and anticipate change, and provides strategic insights and

*“We need to be thinking about where things are going for the next generation. We, in terms of organizations and in terms of the role of the United States in the world, can carve out competitive advantage based on aggressive, far-sighted adaptation, lifting our level of consciousness across the board, and recognizing where things are going and doing something about it.”*

Erik Peterson. Center for Strategic and International Studies (CSIS)

policy solutions to decision-makers in the public and private sectors. Mr. Peterson’s presentation addressed the seven forces or circumstances (population, resource management, technology, knowledge, economic integration, conflict, and governance) that are changing the global landscape today and will do so for decades to come.

- Jeff Erickson, Vice President of Client Services for SustainAbility, a strategic consulting firm and independent “think tank” that works with businesses to identify and manage key environmental, social, and economic risks and opportunities and to develop innovative solutions to protect and create future value. SustainAbility works extensively in the chemical and energy industries – industries with direct relevance to DOE. Mr. Erickson’s presentation addressed the business and industrial models of sustainability and the impact of sustainability on organizations, as well as the

compatibility of this model with public-sector missions.



- Dr. Susan Butts, Senior Director of External Science and Technology Programs at Dow Chemical Company. Dr. Butts’s presentation addressed the chemical industry’s challenges and Dow Chemical’s experience utilizing the business model of sustainability. Dr. Butts is responsible for Dow’s contract research activities with U.S. and European government agencies and sponsored research programs at over 100 universities, institutes, and national laboratories worldwide.



- Expert panel presentations and discussion on the status and health of the U.S. industrial and manufacturing base, including areas where U.S. manufacturing and education policies are in need of review and revision as well as specific global developments that negatively impact or are expected to pose long-term strategic threats to American manufacturing. Moderated by Mr. Frank DiGiammarino of NAPA, the distinguish panel members included the following leaders from manufacturing companies, labor

unions, research and academia, and government:

- Eric Mittelstadt, Chief Executive Officer, National Council for Advanced Manufacturing. Mr. Mittelstadt’s spoke of the need to not just “level the playing field” vis-à-vis foreign manufacturers, but more importantly to “raise the playing field”. He emphasized that U.S. manufactures are competing not only against foreign firms but also against the firm’s home nation. U.S. policy must raise the playing field through innovations in advanced manufacturing technologies and processes, network centric strategies, workforce development and life-long learning, and a national sustainable manufacturing initiative.

- Edward A. Morris, Director, Hardware and Manufacturing, Lockheed Martin Corporation. Mr. Morris reviewed the broad and deep scope of Lockheed Martin’s business portfolio; discussed emerging threats to the U.S. defense industrial base; and using “tin whiskers” from lead free solder and hexavalent chromium as examples, pointed out that well-intended regulatory changes can have unforeseen and costly ramifications to U.S. manufacturers.

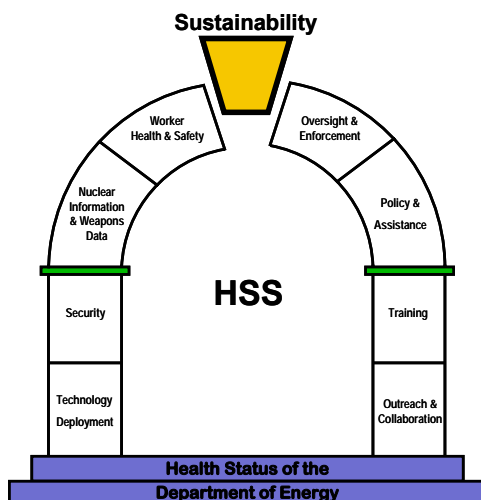
- Ron Ault, President of Metal Trades Department, AFL-CIO. Mr. Ault’s presentation stressed the importance of shipbuilding as the last bastion of American heavy manufacturing, the threat posed to it by imported kit ships, the critical need to enhance our construction trade apprentice programs, and the significant economic escalator realized across our economy for every manufacturing dollar spent domestically.

- Jeffrey Palombo, Sector Vice President, Northrop Grumman

Corporation. Mr. Palombo described the sophisticated laser, computation, and manufacturing technologies behind making the man-portable air defense system. He also emphasized the need for security cleared U.S. engineers and that Northrop Grumman annually hires a large number of U.S. graduating engineers.

- Eugene Arthurs, Executive Director, SPIE - An International Society Advancing Light-Based Research. Dr. Arthurs used photonics and other high technology manufacturing examples to illustrate the undeniably declining trend in U.S. market dominance, competitiveness, and R&D investment. He stressed the need for national policies to support science and technology and also that the nation's post-9/11 obsession with security is itself becoming a security threat by inhibiting the free flow and exchange of ideas.

## Organizational Sustainability



HSS is researching organizational sustainability as part of its efforts to ensure the Department's continuing effectiveness in reliably achieving its mission in an increasingly global and

*"Sustainability is about responsible stewardship, good governance, and cooperative advantage."*

James A. Rispoli, P.E. – Assistant Secretary of Energy for Environmental Management

diverse business climate. Sustainability is a management model intended to allow an organization to systematically evaluate its ability to reliably achieve its mission within a framework of changing internal and external conditions. It allows senior executives to capture a full and integrated view of its operations, factoring in economic, safety, environmental, and social needs. HSS research found that sustainability has been used by other highly reliable organizations over the past 15 years, either to propel a successful business to even greater success, or to turn around struggling business units. Dow Jones recognizes sustainability as an "investable" concept, as exemplified by the 1999 establishment of the Dow Jones Sustainability Index. Thus, the concept of sustainability as a management approach is now well entrenched in successful complex industrial organizations in both the U.S. and abroad.

Evaluating sustainability for use within DOE is relevant and appropriate because the Government Accountability Office (GAO), the National Academy of Sciences (NAS), and numerous other organizations have identified several sustainability issues impeding DOE's mission progress. Two top-level issues significantly impacting mission success are:

- DOE has too few effective mechanisms in place to determine whether its programs generate desirable and sustainable results.

- DOE, along with all other Federal agencies today, operates under an antiquated governance model based on concepts and priorities from the 1940s through the 1970s.


DOE's mission is driven by eight national strategic initiatives largely calling for science-driven development of new technologies critical to the nation's global competitiveness, energy independence, and national security. Each of these components not only plays a role in the American high standard of living, but more importantly, they are directly tied to the sustainability of the nation. It is therefore crucial to put a mechanism in place to allow for a holistic view of DOE's mission progress and the barriers that impede success.

As envisioned for DOE, sustainability is an organized management approach for developing, implementing, and evaluating strategies for optimizing the impact of DOE's mission relative to its resources. The benefits of sustainability are:

1. Provides a good construct for looking at issues of governance within public/private partnerships
2. Identifies critical information needed to assess performance
3. Assures management performance
4. Provides data to help target definitive corrective actions
5. Identifies and removes barriers/constraints

The sustainability pilot studies performed at two national laboratories substantiated the need for DOE to shift its management attributes within each of the 12

elements as shown in Figure 1. The management shift aligns DOE's governance model to more effectively address the nation's strategic initiatives.



Sustainability Elements	Mgmt. Attributes to shift <i>From</i>	Mgmt. Attributes to shift <i>To</i>
Infrastructure	Repair and maintain	Mission readiness
Human Capital	Retirement management, wrought human capital rules/process	Skills recruitment and development, Portability enabling
Acquisition, Procurement, Supply Chain Management	Equity, value	Product quality, delivery, efficiency, efficacy
Security	Protecting, compartmentalizing, avoiding breaches	Risk reduction, flexible solutions, asset protection
Legal and Licensing	Compliance	Outcomes, mission success
Environmental Stewardship	Regulatory	Sustainable lifecycle, footprint, and legacy reduction
Safety	Compliance	Outcomes, mission reliability
Mission and Markets	Situational unawareness	Adaptive, productive, benefit public good
Business Systems	Based upon 1970's concepts (e.g. focus on transactional compliance, pre information age)	Utilizes 21 <sup>st</sup> century concepts (connectivity, concurrent with security, adaptable, flexible)
Leadership and Organizational Transformation	Compartmentalized operations, hierarchical	Teamwork, competency, shared fate
Stewardship, Good Governance, Reputation	Regulatory approach, risk avoidance	Collaboration, shepherd success, mission progress, reliability
Science, Technology and Innovation	Short term applied technology, compartmentalized	Strategic national needs, collaborative, basic science and research

**Figure 1. Current and Recommended Management Attribute Shift for Each Sustainability Element**